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ANNUAL REPORT 1984/1985

I. BACKGROUND AND OVERVIEW

The United Nations African Institute for Economic Development and Planning (IDEP) was established by Resolution 58 (V) of 1 March, 1962 adopted at the fourth session of the ECA Conference of Ministers held in Addis Ababa, Ethiopia. The Institute became a United Nations Special Fund Project in the following year with the appointment of the first Project Manager and Director. The first statute governing the Institute was approved by the ECA Conference of Ministers Resolution 93 (VI) of 27 February, 1964 at the 109th meeting of the ECA in Addis Ababa, Ethiopia. This was followed by the election of the first Governing Council at a meeting of the Conference of African Planners, 16-27 November, 1964 in Dakar, Senegal. The present statute governing the Institute was approved and adopted by the ECA Conference of Ministers Resolution 320 (XIII) of 1 March, 1977 in Kinshasa, Zaire.

The headquarters of the Institute was sited in Dakar, Senegal, with a sub-regional Institute in Cairo, Egypt. The Senegalese host government provided the premises, facilities and services for the efficient operation of the Institute. The Institute started its operations in Dakar on 21 November, 1963. It was designated a five-year project on 23 November, 1964 in order to enable the UNDP Special Fund to assist in the financing of its initial stages.

The Institute's development over the past 23 years has passed through three main phases. Phase I covered the period 1964-70, phase II ranged over the period 1971-77 while the current phase III covers the period 1978 to the present.

I-A Phase I (1964-70)

This phase was characterized by the setting up of the basic institutional structure, functions, administrative and financial procedures. Resolution 93 (VI) of 27 February, 1964 stipulated three principal, interdependent and complementary functions for the Institute. These were stated as follows:

(a) Training - The training of specialist and senior officials of government services and institutions responsible for economic development and planning.

(b) Research - Such training to be supported and supplemented by the appropriate research activities to prepare teaching materials for various courses and for documentary purposes.

(c) Advisory Services - At the request of African governments, the Institute to offer limited advisory services in matters of economic planning.

To these basic functions were added secondary or support activities in the form of conferences, seminars and workshops.

The rules and procedures set up conformed with those of other United Nations Special projects. The Institute was placed, right from its inception under the aegis of the United Nations Office of Technical Cooperation (UNOTC), New York as its executing agency. In accordance with the provisions of Resolution 93 (VI), the Institute is governed by a Governing Council, an Advisory Board on Studies and Research, a Director and Staff.

The Governing Council is composed of the following:

(a) The Executive Secretary of the Economic Commission for Africa (ECA) as chairman, ex-officio.

(b) A representative of the Government of the Republic of Senegal.

(c) Seven members elected by the Conference of African Planners on the basis of personal competence and experience in affairs connected with the work of the Institute, who shall be nationals of seven different African countries which are members or associate members of the ECA.

The general function of the Academic Advisory Board is to oversee the Academic programme and performance of the Institute, including its teaching and research activities. The Board advises the Governing Council of the Institute and is subject to its overall direction.

The Director of the Institute is appointed by the Secretary General of the United Nations after consultation with the Governing Council. The Director has the general responsibility for the organization, direction and administration of the Institute, in accordance with the general policies laid down by the Governing Council. The Director participates as ex-officio member of the Governing Council and acts as its secretary.

Initially, implementation of the Institute's mandate was confined primarily to the training of middle-level government officials from various ministries and government departments. The programme took the form of a basic nine-month course in economic development and planning at the Institute's premises in Dakar, Senegal. Later, a set of two-month courses on sectoral planning was added. These courses were organized in collaboration with the National Planning Institute of Egypt, based in Cairo.

Subsequently, and starting from 1967, the Governing Council decided to augment the initial set of programmes with the addition of short-term national and sub-regional courses in the field of economic planning outside of Dakar, in other areas of the continent, at the request of various African governments. In October 1968, the Governing Council decided to transform the basic nine-month course into three independent quarterly components in order to make it possible for trainees, who so wished, to follow only one, two or all three of those components.

IDEP's financial resources during this initial phase were derived from a regular budget made up of UNDP contribution and contribution from ECA member States. The level of the financial contribution required of member States was initially set at US$365,000. This level was subsequently raised to US$1 million by the ECA Conference of Ministers Resolution 285 (XII) adopted in 1965 in Nairobi, Kenya.

I-B Phase II (1971-77)

This phase witnessed profound changes in the structure of the training programme at the Institute. The nine-month basic programme referred to as the "Dakar course" was replaced by a decentralized programme centered on three interdependent activities: (i) short term intensive regional courses, (ii) six-month junior research training programme and (iii) sub-regional seminars.

The short-term (4-8 weeks) intensive regional courses were held in and outside of Dakar. Specific themes were selected for each regional course. A series of 6-week courses were held in Dakar on 'The financing of trade and development in African countries". Another series of 4-week courses were organized in Cairo on "Regional Planning and Development". There were also series of 8-week courses on Project Evaluation in Nairobi organized jointly by IDEP, EDI of the World Bank and the Institute of Development Studies (IDS) of the University of Nairobi.

The six-month junior research fellowship programme was the main focus in the new orientation. The programme aimed at emphasizing training through research in which guidance was given to selected African candidates to conduct research into some problem areas of economic and social development in Africa. This programme was also to be used to support qualified and experienced African civil servants as well as university professors to undertake writing on some African experience in the social and economic fields. This training of young development specialists

of different countries through the execution of research projects was conducted under the supervision of the Institute's staff. The programme represented a fore-runner to the present research training programme in which qualified candidates write their M.A. theses.

The sub-regional seminars concentrated on analysis of regional imbalances, development and planning and were held in different sub-regions of the continent. The participants were mostly junior university lecturers and civil servants working in the field of economic and social development planning. These seminars were of four to six weeks duration.

There were altogether 72 intensive courses and sub-regional seminars between 1970 and 1977. They were organized in the following cities: Dakar - Senegal (25 courses and 7 sub-regional seminars), Accra - Ghana (2), Kumasi - Ghana (1), Ibadan - Nigeria (1), Abidjan - Côte d'Ivoire (3), Ouagadougou - Burkina Faso (1), Bamako - Mali (1), Niamey - Niger (2), Lomé - Togo (1), Cotonou - Benin (1), Rabat - Morocco (3), Tangiers - Morocco (1), Algiers - Algeria (1), Tripoli - Libya (1), Cairo - Egypt (5), Tunis - Tunisia (1), Douala - Cameroon (2), Kinshasa - Zaire (1), Brazzaville - Congo (1), Dar-es-Salaam - Tanzania (2), Nairobi - Kenya (4), Mogadiscio - Somalia (1), Butare - Rwanda (1), Tananarive - Madagascar (1), Gaborone - Botswana (1), Port Louis - Mauritius (1).

In implementing this new programme structure the Institute became indirectly associated with many other national, regional and international institutions and their programmes. The variety of activities raised the budget of the Institute to the peak of US$2 1 million during this phase. This may be compared with an average annual operating budget of about US$1 million during the previous phase.

The Governing Council also adopted, during this phase, new regulations delegating to the Director of the Institute the authority to enter into bilateral agreements directly with donor agencies. This was to enable him seek extra-budgetary resources as supplement to the regular budget in order to carry out the various activities of the Institute.

I-C Phase III (1978-85)

This phase observed the implementation of crucial structural reforms which constitute the foundation of present activities. This phase may be divided into two interrelated but separate periods, namely, phase IIIA (1978-80), and phase IIIB (1981-85).

The 1978-80 Period

It may be recalled that the present statute governing the Institute was adopted by the ECA Conference of Ministers Resolution 320 (XIII) of 1 March 1977 in Kinshasa, Zaire. Following consultations among representatives of United Nations Headquarters, UNDP headquarters and ECA, necessary arrangements were put into effect, as from 1 January 1978, for the transfer of executing agency status in respect of IDEP from United Nations Headquarters to the secretariat of the ECA. Administrative Instruction No. 83, dated 5 April, 1978 contains the administrative and management procedures set out for the purpose of regulating and monitoring the activities of IDEP by ECA as the executing agency.

As a fore-runner to the Conference of Ministers Resolution 320(XIII), at its February 1977 session in Kinshasa, Zaire, the Governing Council adopted a resolution radically changing, once again, the programme and activities of the Institute. The new programme prescribed replaced the six-month junior research fellowship course of the previous phase II. This new programme was made up of a single post-graduate training cycle spread over two academic years and comprising the following interrelated components, all organized and offered at the Dakar headquarters of the Institute:

- First year:

  A nine-month basic training programme on theories, techniques and strategies of economic development and planning.

- Second year:

  (a) Three-month specialization programme on the analysis of specific sectors of the African economies.

  (b) A six-month research training programme during which individual qualified trainees prepare the Master of Arts (M.A.) thesis.

The 1981-85 Period

It was during this period that the newly installed programme and other institutional reforms, including changes in organization and orientation, among others, began to take hold. In 1980 the Governing Council requested a medium-term plan for the Institute in line with Council directives to be presented to the next Governing Council meeting.

In 1982 the medium term plan requested was presented to the Governing Council for discussion and endorsement. Subsequently, the plan was presented and adopted at the Eighth Meeting of the ECA Conference of Ministers held in Tripoli, Libya on 27-30 April, 1982. Since the adoption of IDEP's Medium Term Plan in 1982 the pattern of growth and structural change of the Institute's activities and its underlying annual progress and actions have been guided by the plan's orientation, directives and targets.

Among the main accomplishments, the following plan targets can be said to have generally been attained:

1. Vertical as well as horizontal expansion of the training programme along the lines prescribed by the Council;

2. Diversification in the Institute's activities with the additional advantage that there is some complementarity and interrelationship between the various components of the 2-year training programme cycle, as well as between the training programme, research and support activities such as conferences, seminars and workshops;

3 Rehabilitation of the Institute's equipment, building and other capital assets;

4 Increasing capacity utilization of available resources which has brought about the reduction in costs and consequently improvement in productivity.

II. IDEP's ACTIVITIES DURING 1984-85

During the academic year 1984-85 the Institute's activities not only expanded substantially on the aggregate but also underwent basic structural changes both quantitatively and qualitatively. First, the training programme more than doubled in terms of numbers of programmes, courses, teaching hours and the number of trainees. Second, the new six-month research programme, autonomous but of course interrelated and supportive of the training programme, experienced major reforms. Thirdly, other support activities such as advisory services, organization of workshops, seminars and conferences in areas related to the Institute's activities and of interest to African Governments were also expanded.

The number of trainees attending the Institute's various training programmes more than doubled, reaching the peak of 123 during the past academic year. The horizontal as well as vertical expansion in the Institute's overall activities, training and otherwise, coupled with the doubling of the number of trainees, meant naturally an upward shift in output. This has been so not to mention the improvement in quality as well as effectiveness of the courses provided.

Meanwhile both inputs and costs have been significantly reduced. The numbers of both professional and support staff were reduced and streamlined partly as a means of coping with financial constraints. A review of staff qualifications indicate, however, that they are now better aligned with the Institute's activities and programmes. The growth in activities in the face of the declining staff numbers implies naturally some significant improvement in capacity utilization.

The reduced staff numbers led to reduced financial costs, and this source of cost reduction was reinforced by other cost curtailments. To mention only a few, all fellowships are at present financed from extra-budgetary sources. Furthermore, an increased portion of the financing of activities, particularly in the areas of seminars and conferences, research as well as new short-term programmes are provided for from extra-budgetary sources. It is in this way that the expansion of activities was reconciled with reduction in costs.

The diversification and growth of total output on the one hand, and the reduction in costs on the other, helped achieve a number of planned objectives. Firstly, the average cost per trainee, which in the past was in the area of US$40,000-50,000 per annum has been reduced to approximately US$10,000-15,000 in 1984/85. Secondly, an overall budgetary balance over the past four years has been achieved. In other words, for the time being the Institute's training cost has been rationalized and reduced to a viable level and chronic sustained budgetary deficits eliminated.

An additional structural change took place in the form of changing the pattern of allocation of expenditures in favour of investment. The proportion of investment in total expenditure increased from a level of almost zero at the turn of the eighties to 25% or more in the last few years. Most capital assets of the Institute, including its building had become completely dilapidated, and the Institute lacked many essential items or equipment. It had no printing or photocopying capacity, no computer, and most type-writers, air conditioners, cars, etc., were not operational.

The emphasis on investment over current expenditure allowed for rehabilitating and building of capital assets. Old equipment and other out-moded capital were replaced. New items of equipment were ordered, among which are the printing and computer facilities. The computer facility, an IBM System/36 Minicomputer has been installed and is already

operational. Arrangements have been completed to purchase and install the printing machine as soon as the budgetary allocation for it is made available. Basic repairs of the main building started in 1984 and continued in 1985 with the construction of a fence round the property and reclaiming of adjacent lands. The emphasis on capital formation and acquisition of modern equipment helped greatly the increase in productivity of other capacities and resources.

It must be pointed out, however, that the process of reducing cost and achieving higher capacity utilization of resources, whether material or non-material, has reached its limits. No substantial reduction in inputs can be undertaken anymore without undermining the activities and viability of the Institute. In fact, since 1984 certain necessary expenditures have had to be postponed till later because of lack of resources. This has meant a slowing down in implementation of some essential activities. Since all activities are interrelated, such a situation if sustained would continue to exert a negative impact on the overall performance of the Institute.

It must also be noted that while in the past the lagging regular budgetary resources from Government contributions were substituted for through mobilizing extra-budgetary resources (which averaged in the last two years to about $200,000 per annum), this process has also reached its outer limits. Technical assistance programmes and other extra-budgetary sources cannot pay salaries of administration and core staff in the professional or support categories. The costs of the latter, after all possible reductions and the maintenance of only skeleton staff, is at present more than US$1.2 million. As mentioned above, this is at rock bottom and must be covered from the regular budget. Therefore, this implies that in general, extra-budgetary sources can only supplement and complement a regular budget of a minimum of about $1.5 million if the current level of activities is to be maintained.

In the sections that follow the new thrusts and major features of IDEP's activities during the academic year 1984/85 are highlighted.

II-A Training

The number of trainees attending the Institute's various programmes during the 1984/85 academic year reached the level of 123, constituting the highest attained peak. Details of the distribution of trainees by country and programme are provided in the Annex to this document.

It may be recalled that the training programme is made up of a two-year cycle of programmes leading to the award of the M.A. degree in Economic Development and Planning to successful candidates. During the 1984/85 academic year this two-year cycle of programmes was composed of:-

1. The Nine-Month Basic Programme in Economic Development and Planning;
2. Three-Month Specialization Programmes in three different subject areas: (a) Industrialization in Africa; (b) Energy and Development in Africa, and (c) Human Resources Development and Manpower Planning in Africa;
3. The Six-Month Research Training Programme in which qualified trainees complete their M.A. degree requirements by writing their M.A. theses.

1. The Nine-Month Basic Training Programme

The programme began on 5 November, 1984 with 51 trainees enrolled from 13 different African countries. The programme ended on 30 June, 1985. It was divided into two semesters, each followed by an end-of-term examination. A two-week vacation period separated each term from the other.

The courses covered eleven major areas of study with emphasis on case studies, field experiences and empirical application to specific African conditions. A set of new courses was added for the first time: Money and Banking, Public Finance, Macroeconomic adjustment policies, and Regional Planning. These new components of the programme introduced trainees to a set of guidelines and a new dimension for evaluating policies related to demand management and structural adjustment within the context of the economic development and planning of the African economies.

At the end of the programme 50 trainees took the final examination. Of these, 40 were successful and were thus awarded IDEP's Diploma in Economic Development and Planning. Among the successful candidates, 4 were rated "Very Good", 14 were rated "Good" and the remainder rated "Pass".

2. The Three-Month Specialization Programmes

Two new short-term sectoral programmes were introduced for the first time in addition to the three-month specialization programme on "Industrialization". The two new programmes are: "Energy and Development" and "Human Resources Development and Manpower Planning". A third new programme on "Food, Agriculture and Rural Development" is on the drawing board and is expected to begin as soon as necessary extra-budgetary resources are mobilized for it. Preliminary discussion with FAO to co-sponsor this latter programme with IDEP has taken place with positive results, and negotiations are continuing.

(a) Industrialization in Africa

In this programme 19 trainees enrolled from 13 African countries. The programme started on 5 November, 1984 and ended on 8 February, 1985. Of the 19 trainees who took the final examination, 17 passed. Among those who passed, 2 were graded "Very Good" and the rest (except one) were rated "Good".

During the 1984/85 academic year, the course structure for this programme covered the following subjects: (i) Macro strategies and policies of industrialization in Africa, (ii) Micro-planning and design of industrial and agricultural projects (Application and Case Studies), (iii) Sectoral Analysis: capital goods sector, intermediate goods sector, rural and cottage industries sector, (iv) Quantitative techniques for industrial planning.

(b) Energy and Development in Africa

This training programme was organized in collaboration with ENDA of Dakar. 16 Trainees participated actively in the programme. They were from 7 African countries and included energy engineers, economists and agronomists. The programme started on 4 March, 1985 and ended on 7 June, 1985 in a ceremony presided over the His Excellency Cheikh Hamidou Kane, the Senegalese Minister of Economic Planning and Cooperation. Out of the 16 students who took the final examination, 15 passed. Of these, 3 were rated "Very Good", 6 were rated "Good" and the rest were rated "Pass".

Fellowships for trainees of this programme were mobilized from EEC through the assistance of ENDA-Dakar. Technical assistance in the form of external lecturers for the programme came from the following institutions: (i) International Energy Agency - IEA (Paris-France), (ii) Institut économique et juridique de l'énergie - IEJE (Grenoble-France), (iii) Institute de Economica Energetica - IDEE (Bariloche-Argentina), and (iv) Agence française pour le maintien de l'énergie - AFME (Paris-France).

The course structure was designed such that the first half of the programme was devoted to theoretical principles and the second half to practical applications. During the first segment which lasted about seven weeks, trainees were provided with theoretical and analytical techniques for energy sector planning and management. The major topics covered were: (a) Energy balances, (b) Analytical simulation techniques and forecasting methods, (c) Conventional and non-conventional (renewable) energy

resources, (d) Energy consumption and utilization, (e) Energy pricing, demand management and conservation strategies.

The second segment of the programme which covered about six weeks consisted of field work, field visits, country case studies and an actual energy project assessment and management exercise. The programme organized a one-week field work and field visit to energy installations throughout Senegal. One group of trainees conducted field surveys in the St. Louis (North) of Senegal while another group did their field surveys in the Casamance (South) of Senegal. The field work and surveys were on rural energy sources, needs, consumption and utilization patterns. The field visits to energy installations were made to the following areas: (i) Region of Mbour (Wind Energy), (ii) Gossas and Bamba Tilden Regions (Water Pumping), (iii) St. Louis Region (Solar Energy), (iv) South Casamance (Biodigesters), and (v) Bel-Air Central Terminal - SENELEC, Dakar (Electricity).

(c) Human Resources Development and Manpower Planning

This programme was organised in collaboration with ECA. 22 trainees from 16 African countries participated in the programme. They included economists, sociologists, demographers and other social scientists. The programme started from 6 May, 1985 and ended on 6 August, 1985. Of the 22 trainees who took the final examination, 19 passed. Among these, 7 were graded "Very Good", 8 were graded "Good" and the rest were graded "Pass".

The USAID provided finance for a consultant to administer the programme. This assistance was provided within the framework of a project signed with the ECA which included other activities related to Human Resources Development such as organizing seminars on themes in the area. The other assistance was provided by the UNFPA to finance fellowships for trainees. This amounted to US$57,000 and covered fellowships for 15 trainees, even though UNFPA had made available funds to cover as many as 20 trainees.

The programme is comprehensive and covers demographic aspects, basic needs, education and training, employment, manpower planning and spatial allocation of population. It constitutes a cornerstone in the Institute's activities and results attained in its implementation are expected to influence all other activities.

The courses in the programme were covered by the teaching staff of the Institute with contributions from the ECA short-term consultant and other external lecturers. The external lecturers included an expert from ECA-Addis Ababa, UNESCO-Dakar and some government officials from the Ministry of Planning in Dakar.

3. The Six-Month Research Training Programme

During the 1984/85 academic year 15 trainees enrolled as research trainees. Of this number, 10 were classified as Master of Arts (M.A.) candidates and the other 5 classified simply as research trainees. The M.A. candidates had all successfully passed, with a minimum grade of "Good", both the Nine-Month Basic Programme and at least one of the Three-Month Specialization Programmes. The other 5 candidates had not obtained the required minimum grade of "Good" or 65 percent in the previous programmes of the M.A. cycle.

The programme started on 18 February, 1985 and was officially termined at the end of July 1985. Nevertheless, trainees who had not completed work on their M.A. theses were permitted to request time for their formal oral presentations when such work was accepted by their supervisors as complete. Thus, as of the end of February 1986, six out of the 11* recognized M.A. candidates has successfully presented their M.A. theses.

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* One more candidate previously classified as a research trainee advanced to be recognized as an M.A. candidate by the Staff Research Committee.

Of the remaining 5 candidates, 2 withdraw from the programme and the 3 remaining are completing their theses for presentation later. The 4 candidates classified as research trainees would obtain certificates of attendance on completion of their research reports.

The thesis topics endorsed for the M.A. candidates cover a wide range of subject areas: Human Resources Development and Manpower Planning, Agriculture, Industrialization, International Trade and Finance, among others. All the theses were empirical applications and involved country case studies. Moreover, they were policy-oriented and relevant to specific development and planning problems of the various countries examined.

II-B Enrollments

It has been noted earlier that the total enrollment of all programmes during 1984/85 reached the peak of 123. The details of trainee classification by country and programme are presented in the Annex. All the participating trainees were financed from external sources. Given the financial crisis facing African countries, this is perhaps the only means by which the Institute could have carried out its training mandate over the 1984/85 academic year.

The major constraint on the number of trainees attending IDEP's training programmes remains the financing of fellowships. The main source of these fellowships since 1977 has been grants from the UNDP national Indicative Planning Figures (IPF). Other regular complementary sources have included the EEC and CIDA, among others. During 1984/85 we succeeded in acquiring US$100,000 from BADEA for this purpose. Efforts were also made to acquire funds for the short-term programmes on "Human Resources" and "Energy". The UNFPA agreed and actually provided the sum of US$57,000 to finance fellowships for the Human Resources programme. Negotiations also took place for the contribution of US$300,000 by Egypt to finance fellowships for trainees in the Energy programme over a three-year period.

Another constraint on the number of trainees is the carrying capacity of lecture rooms fitted with interpretation equipment, as well as the number of interpreters. With regard to lecture rooms one additional new classroom was fitted during 1984/85 with interpretation facilities. The gaps in interpretation were filled through the hiring of short-term interpreters.

II-C Seminars/Workshops

Two seminars/workshops were organized by the Institute in 1985. The first one on "Eradication of Illiteracy in Africa", held in February 1985, was co-sponsored by IDEP and UNESCO for 25 top level officials from aducation ministries, institutions and organizations throughout Africa. The second was a "Senior Energy Policy Seminar (III) for Francophone Africa" at which ministers, general managers and directors of energy-related institutions participated. This seminar which was co-sponsored with the Economic Development Institute (EDI) of the World Bank and the UNDP was held in Abidjan, Ivory Coast, in June 1985.

In addition, during 1985 the Institute was requested and actively participated in two additional seminars/workshops, one in Accra-Ghana and the other in Abidjan-Ivory Coast. The Accra seminar was on "Foreign Investment in Africa" and was organized by the African Center for Monetary Studies (ACMS). An IDEP staff member presented a paper at this seminar entitled "Impact of Foreign Investment on Economic Activities in African Countries". The other workshop was organized jointly by ECA/UNEP/ADB in Abidjan on "Incorporating Environmental Components in Training Programmes of ECA-Sponsored Institutions". The IDEP staff representative at this workshop was elected rapporteur and he collaborated in drafting the final documents for dissemination to participating institutions and African governments. A sequel to this workshop was the December 1985 Cairo top-level seminar for ministers and heads of Institutions on "Environment and Development in Africa". The Director represented the Institute at this seminar.

II-D Technical Assistance

The Institute provided technical assistance services to various organizations during the 1984/85 academic year. First, the Institute was requested to present course modules in a workshop organized by Ecole internationale de Bordeaux, France. At this workshop a senior IDEP Staff member offered a week-long course on two themes: (a) Planning Techniques, and (b) Regional Cooperation and Plan Harmonization. Secondly, the African Center for Monetary Studies (ACMS) requested IDEP's participation in offering a course module in their Training Programme on "National Accounting and Financial Programming". An IDEP staff member was assigned to cover the week-long course on "Transmission of Economic Policies: Fiscal, Monetary, Incomes and other Stabilization Policies". Finally, IDEP was requested by the Togolese Ministry of Planning to design a course module for its short-term National Planning course. The course outline and structure was prepared by IDEP's staff while an IDEP consultant presented the course on "Planning Procedures and Programming Techniques"

II-E Advisory Services

Demands for IDEP's advisory services by African governments and Institutions as well as International Organizations are increasing at an exponential rate. During 1985 IDEP continued to perform its role as a major partner with OAU, ECA, and ADB in preparing the necessary studies for the establishment of an "African Monetary Fund". In addition the Institute received requests for advisory services during 1984/85 from Senegal, Guinea, Mali, Rwanda, Liberia, Egypt, OAU, ADB, SADCC, FAO, UNESCO, UNIDO, among others. However, only a marginal part of these requests could be fulfilled. The main reason, of course, has always been the capacity constraints.

A major capacity constraint in this regard is the number of teaching and research staff. The present capacity in this vital area consists of only 4 core professors plus the Director. These are supplemented by

a small number of short-term and part-time experts. Negotiations were completed during 1985 for one additional professional to be provided through the technical assistance programme of the German government. To achieve the Institute's plan objectives the number of core professors should increase to a minimum of 10, to be supplemented by 4 from extra-budgetary sources. It is only then that the Institute can respond more positively to requests for advisory services.

III. STRUCTURAL PROBLEMS AND CONSTRAINTS

The basic statutory functions of the Institute as stated by the ECA Conference of Ministers Resolution 93 (VI) of 27 February, 1964, as well as subsequent amendments, have remained the four interrelated activities: Training, Research, Advisory Services and Support Activities such as conferences, seminars and workshops.

In the past few years the Institute's activities in the form of research and advisory services to African governments, institutions and international organizations could not expand in line with the growth achieved in the training programmes. The main reason was lack of both capacity and financial resources to create such a capacity. Particularly, binding in this regard was the small number of experts and full-time teaching staff. While the staff could contribute research work to seminars and some urgent assignments, they could not undertake systematic research and advisory services on a sustained basis.

In the training programme itself some major weaknesses continue to prevail. One such major constraint is the lack of finance for fellowships. In the previous phases of the Institute's development, the Institute used to provide budgetary finance for fellowships. In recent years this has been stopped completely. Financing of fellowships is provided for, at present, from resources available to the sponsoring government ministries. These include country IPF's as well as other bilateral or multi-

lateral assistance from donor agencies or governments. The outcome is that the number of trainees are affected and fluctuates widely from year to year. This situation is not conductive to planning the Institute's activities and it quite often leads to capacity under-utilization and thus higher costs.

In addition the levels of the fellowships provided, as stipulated by United Nations regulations, are inadequate since the Institute provides no assistance in the areas of food or housing. The trainees, particularly those in the short-term (three-month) programmes, find it very difficult to obtain reasonable accomodation and other basic needs at the level of their fellowships. Many of them are married and need to provide for their families back home. Some interim solutions such as the Institute assisting them in identifying collective housing or access to lower cost meals, among other things, were found. But it must be emphasized that this has not proved satisfactory.

Underlying all the above-mentioned constraints and problems is the lack of necessary financial resources. If adequate financial resources could be mobilized many of the inadequacies could be dealt with.

The main sources of finance for the Institute have been government contributions and UNDP funding. In the last few years both sources have been declining. Expected government contributions are fixed on the basis of a formula applied to GDP levels at US$1 million per annum as agreed by ECA Conference of Ministers Resolution 285 (XIII) adopted in 1965 in Nairobi, Kenya. This expected total government contribution has been increased recently to US$1.6 million by resolution of the ECA Conference of Ministers meeting of 27-30 April, 1982 held in Tripoli, Libya. The new figure was arrived at by applying the same formula as before to 1980 GDP figures and also by adding the newly independent African States to the list of contributors.

Unfortunately, actual contributions from member States have fallen far short of the required levels. In the last three years African government contributions dwindled from about US$600,000 in 1982 to less than US$300,000 in 1985. It is obvious, therefore, that very great efforts are needed to reverse this trend.

On the other hand, the UNDP contribution which has sustained the Institute since its inception 23 years ago has also declined. Moreover, UNDP has stated that it finds it necessary at this stage to put a halt to its regular contribution. The main reason is that UNDP does not deem it appropriate to continue to tie its resources to one single project for such a long time. In the last few years UNDP contributions declined from over US$1 million per annum to US$0.75 million. In 1986 this funding was extended on an exceptional basis.

With regard to the other source of finance, i.e., extra-budgetary finance from bilateral and multilateral sources, there has been some increase over the last few years. In 1985 this source of finance reached the level of circa US$0.4 million. It must be noted, however, that this fund goes mainly to finance fellowships as well as activities such as short-term programmes and support activities in the form of conferences, seminars and workshops. Funds from extra-budgetary sources do not substitute for basic budgetary finance which must be mobilized to provide for core activities of the Institute and its requisite inputs.

The inadequate level of financial resources and the fluctuations in it constitute a major source of instability and uncertainly about the Institutes' activities, not to mention the fact it also puts a ceiling on the level of these activities. Furthermore, it has a multiplier effect which is downward oriented. Uncertainty creates apathy, lack of commitment, inadequate planning, reducing efficiency and quality of the services provided which in turn contribute towards reduced financial commitment in the form of a vicious cycle.

The Institute's management and its Governing Council expect that the outcome of the proposed evaluation mission will be concrete proposals to strengthen the Institute to enable it fulfil its mandate of Training, Research, Advisory Services and Support Activities in serving African governments. To conclude, it should be emphasized that IDEP is more poised than ever to play a role as a frontier institution in the economic development of the African continent. It is also well placed to contribute to international efforts in this regard. There is, moreover, a virtual concensus among all concerned that efforts should be made to put the Institute on the path towards the achievement of such a goal during the year 1986. The suggestions and recommendations presented in this Annual Report represent an initial step towards defining the means to achieving this desired goal.

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LC/NAIROBI

DRAFT PROPOSALS FOR THE CREATION OF AN AFRICAN PLANNERS ASSOCIATION (SOCIETY)

1. Background

Professionals the world over are known to constitute themselves into associations with a view of providing a forum for the exchange of ideas and the dissemination of research findings. They have also been known to use their associations as platforms for exerting pressure one way or the other, on critical issues of social and economic policy. Annual or biennial conferences/seminars of some professional associations also provide opportunities for the recruitment of qualified staff.

An association of African planners is predicated on the need to bring planners of the Africa region together for a continual reassessment of the planning process, which unfortunately seems to have failed, over the last two and a half development decades, to stem the deteriorating standard of living of the average African. In fact, it is debatable whether improvements in economic and social conditions if ever they were attained can be attributed to the planning effort and not simply to fortuitious circumstances. The result is that very little confidence is reposed in planning as a strategy for structural change and African development.

An association of African planners will provide a forum where economic and physical planners would critically reassess the planning process on a continual basis through exchange of ideas and the dissemination of information on new techniques and strategy for plan formulation, implementation and control.

2. Objectives

The association will provide a regional/Pan-African forum for policy analysis and for continuing dialogue on issues which are of general concern at the national, sub-regional and regional levels. In particular it will focus on possible reforms and the introduction of new techniques which would significantly improve the efficacy of the planning process.

3. Activities

In view of these objectives the Society is to engage in the following activities:

- Convene annual meeting for African planners;
- Sponsor seminars and research work on cooperative basis;
- Publish an annual (or semi-annual) journal which would be supervised by an editorial Board chosen mainly from amongst its members.

4. Membership

Membership of the association will be on individual merit and it will be restricted to individuals with the professional background and working/teaching experience in planning. Members will be required to have obtained at least a first degree (or its equivalent) in any of the social sciences -- Economics, geography or related disciplines -- in addition to a working experience of at least five years in comprehensive, urban, regional and sectoral planning. An attestation to this effect will have to be provided.

The association will be guided by a Governing Council comprising its officers and ex-officio members representing the Economic Commission for Africa (ECA), IDEP and other reputable inter-governmental and non-inter-governmental organizations which are closely associated with the planning process in Africa at the formulation, implementation or control level. The council shall itself reflect equal representation for each of the five sub-regions. A charter approved by the Governing Council will spell out the details of the rules and regulations of the association.

Officers of the association shall include:

1. President
2. Four Vice-Presidents representing all sub-regions except that of the President
3. Secretary
4. Four Assistant Secretaries representing all sub-regions except that of the Secretary
5. Editor-in-Chief
6. Four Associate Editors representing all sub-regions except that of the Editor-in-Chief
7. Treasurer.

The Governing Council will be required to meet two or three times annually but immediately preceding a biennial conference or seminar/workshop organized by the Association, as a way of reducing administrative cost. The tenure of office is non-renewable and shall not exceed three years. There shall also be an Editorial Board with the Editor-in-Chief as Chairman

and the four associate editors as members. Both the President and the Secretary shall be non-voting ex-officio members of the Editorial Board.

5. Process of Establishment

A reputable African planner will be requested, for a modest honorarium, to prepare a draft charter for the association. The draft charter will then be critically assessed (and modified if need be) by a group of five distinguished African planners representing each of the sub-regions. The first assignment of the Governing Council will be to adopt the draft charter following an open debate by the generality of the membership of the association.

6. The Role of IDEP

Since IDEP is a Pan-African institution for training planners it is suggested the proposed association be housed at IDEP. The institute will provide overhead facilities and assist in mobilizing funds for the professional journal and the annual/biennial meetings, conferences and workshops. For the ease and effectiveness of operation the Editor-in-Chief of the professional journal -- Journal of African Planners -- may be an IDEP Staff member.

IDEP will benefit tremendously from the association since the association will represent an informal constituency. Moreover the research work and publications of the association will be useful inputs for the various teaching, consultancy and research programs of the Institute.

7. Financing

Each member of the association will be expected to pay a reasonable membership fee; annual subscription for the journal is also envisaged. However, the bulk of the financing for the association is expected to be met from the contribution in kind by IDEP -- provision of overhead facilities especially in support of the journal -- grants from donor countries and agencies.

The Governing Council will be required to prepare a biennial budget giving due consideration to the following:

- Annual/biennial conferences
- Annual/biennial meetings
    - Governing Council
    - Editorial Board
- Publication
    - Journal
    - Others
    - Distribution cost
- Overheads
    - Telephone
    - Telex
    - Postage

This list is by no means exhaustive.

The accounts of the association will be audited annually by an auditor provided by the ECA. The auditor's report will be submitted to the annual or biennial meeting of the association for consideration and acceptance.

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REPORT ON ECA PLANNING ACTIVITIES (1984-1985) AND EXAMINATION OF WORK PROGRAMME (1986-1989) WITH CONSIDERATION OF THE OBJECTIVES, PROBLEMS TO BE ADDRESSED AND STRATEGY FOR THE PERIOD 1990-1995

SECTION ONE: REVIEW OF ACTIVITIES IN THE FIELD OF DEVELOPMENT ISSUES AND POLICIES - 1984-1985

Introduction

1. During the biennium 1984-1985, the ECA work programme was geared towards the systematic implementation of the major objectives and priorities of the Lagos Plan of Action, the Final Act of Lagos and the International Development Strategy. In this context, the work programme of 1984-1985 was developed and oriented to the identification of priorities and the analysis of the current problems and the constraints to Africa's development and the work of the secretariat was also undertaken with the important aim to help planners and decision-makers in the preparation of coherent and consistent development plans within the framework of appropriate strategies and policy measures.

Sub-programme 1: Socio-economic analysis, planning and projections

A. Socio-Economic Research

2. The secretariat regularly prepares an annual Survey of Economic and Social Conditions in Africa. The socio-economic performance of the African region together with an appraisal of development policies and programmes, and the effects of external development on the African economies were intensively reviewed in the surveys of 1982/83 and 1983/84. In this respect, the survey analysed the major socio-economic problems encountered and the policies initiated on the light of the implementation of the Lagos Plan of Action and the International Development Strategy. In accordance with the General Assembly resolutions calling for the periodic assessment of the implementation of the Third United Nations Development Decade, the secretariat also undertook a study on the review and appraisal of economic performance in Africa 1980-1985 in the light of the implementation of the International Development Strategy and its integral component the Lagos Plan of Action.

3. As an additional output, the secretariat prepared jointly with the ADB annual economic reports for 1984 and 1985 on the major economic problems facing the continent which were presented to the Tenth and the Eleventh Meetings of the ECA Conference of Ministers respectively.

4. Moreover, a study entitled «Africa's crisis and structural change» was undertaken by the secretariat in response to the request of the Committee for Development Planning. The paper focussed on the evaluation of the nature, and the management of the crisis in its immediate, medium- and long-term aspects. Particular attention was paid to the emergency situation, and the urgent rehabilitation needs of the critical sectors. The major operational problems of how Africa can make a successful transition from the emergency situation to the vigorous tackling of structural reforms, and the long-term structural problems. The study was discussed at the Resumed Twenty-First Session of the Committee and various proposals were made relating to the required support of the international community to Africa's efforts in resolving its present difficulties.

B. Planning and Projections

5. The 1984-1985 work programme on planning and projections was undertaken with the view to strengthening the planning machineries through inter alia the establishment of appropriate planning methodologies and programming techniques. The main features of the work programme included, firstly, technical assistance and advisory services in development planning. Assistance to member States was provided in plan preparation and evaluation, including setting up or improvement of planning and plan implementation machinery, economic projections and forecasts and special economic studies and analysis. Advisory services and technical assistance were provided to Mali, Chad, Benin, Mauritius and Rwanda in various aspects of planning and projections. Technical assistance was also provided to intergovernmental organizations like CILSS and CEPGL in connection with perspective studies for the CILSS countries and preparation of a five years development plan for the Great Lake Community.

6. In accordance with the recommendations of the second sesssion of African Planners, Statisticians and Demographers, the secretariat continued to undertake missions to establish and implement the forecasting system in African countries. The modelling of the African economies was undertaken to enable the individual country's policy-makers to make quick and appropriate adjustments to unexpected shocks such as the effects of drought quota restrictions and sudden changes in world prices for major export commodities. The system has now been implemented in two countries with the joint participation of ECA/ADB. Efforts are continuing to secure funds to enable the establishment of the system in other interested countries in the coming years.

7. On multi-sectoral planning models, the work programme of ECA consists of sectoral modelling in the field of energy, agriculture and industry. These models are envisaged to assist in the formulation of coherent and consistent national development plans and sectoral investment programmes so as to promote and effectively contribute to the building of planning capabilities at the country level.

8. The second and third sessions of the Joint Conference of African Planners, Statisticians and Demographers pointed to the need to improve the multi-sectoral planning models. The Conference requested the secretariat to examine the following areas: (a) specifically the impact of the changes of the technical coefficients overtime, (b) the incorporation of the informal sector in planning, and (c) the treatment of financial variables relating to prices and balance of payment variables. For this purpose, the second and the third session recommended the convening of a workshop on multi-sectoral planning models for African planning experts to examine the work in the above areas. The workshop is tentatively scheduled to be held in 1986 in Moscow and contributions of participating African experts are expected as inputs.

9. During 1984-1985 the secretariat reviewed the progress of the implementation of the Lagos Plan of Action. This review focussed on the current difficulties of planning in Africa. The review revealed that the current difficulties of planning in Africa originate notably from the high external dependency of African economies in areas of capital and intermediate goods, technology, manpower and financing of investment and the imbalance between the natural resources

and the level of their exploitation. The paper entitled «Review of the Progress made in the taking into account of the Objectives and Directives of the Lagos Plan of Action into the development Policies of the African Countries» was presented to the ECA Conference of Ministers during its eleventh meeting in Addis Ababa in April 1985. This document is made available to the Planners Conference as a background document.

10. In response to the directives of the Final Act of Lagos, the secretariat embarked on studies to assess the progress achieved in subregional co-ordination of sectoral plans. For the investigation of the subregional planning in the field of industry and agriculture, missions were mounted to the Headquarters of subregional institutions, specifically ECOWAS, UDEAC, CEAO, PTA, SADCC and the MULPOCs. Special importance was also attached to the evaluation of the technical co-operation institutions and the supportive measures needed for the enhancement, strengthening and the building of institutional set-up that would ensure the proper integration of the continent.

11. In accordance with Resolution 501 (XIX) ECA Conference of Ministers which recommended the undertaking of perspective studies at the subregional level, ECA, on the request of the CILSS, prepared a study on the perspective of economic development in CILSS countries. The study reviewed the socio-economic conditions in the 1973-1983 period and analysed the perspective of the subregion (1983-1998) under two scenarios. a historical trend scenario which assumed the continuation of the status quo and a development normative scenario which indicated the development path of the subregion on the basis of a successful implementation of the principles and objectives of the Lagos Plan of Action. The study was presented to a colloquium organized by CILSS during which various recommendation for the development of the subregion were made.

12. In line with the Declaration on Economic Situation in Africa adopted by the Twenty-First Ordinary Session of the Assembly of Heads of States and Governments of the OAU and in connection with the preparation for the Special Session of the United Nations General Assembly on the African Economic Crisis, the secretariat has undertaken studies that focuss on the identification of how Africa's Priority Programme for Economic Recovery 1986-1990, in its immediate, medium and long-term phases can be effectively implemented at the national, regional and international levels. Besides addressing the basic critical areas in Africa's development process and the structural problems and constraints, the study reviewes the implications of the priority programme in terms of domestic policy reforms, subregional and regional prioritisation of programmes and the international support measures that would effectively rehabilitate the African economies and create a new foundation for development. The secretariat also reviewed the financial implications of the priority areas identified in Africa's priority programme and prepared country profile requirements for external assistance.

Sub-programme 2: Fiscal, Monetary and Financial Issues at the national level

13. Under this sub-programme, the secretariat has performed various activities to assist countries in designing of appropriate monetary and financial policies that would ensure better mobilization and utilization of resources as well as in strengthening the necessary monetary and financial institutions at the national level. The work programme consists of provision of technical assistance and advisory services and intensive research in critical areas with the view of initiating appropriate policies to improve the fiscal and monetary situation in Africa.

14. An indepth study on the balance of payment and foreign exchange leakage problems of African countries was presented to the Round Table of Governors of African Central Banks and Senior Officials of International Finance Institutions who made various recommendations relating to the regularization of the foreign trade sector in particular areas that are deemed necessary to ease the balance of payment problems in the short-, medium-, and long-term, and the rationalization of foreign exchange controls.

15. The secretariat has also undertaken a study on agricultural credit and the mobilization of resources in the rural sector with a view to devising strategies to improve the capabilities of credit institution, increasing resource mobilization in the rural areas, and enhancing agricultural development particularly of peasant farming.

Sub-programme 3: Least Developed Countries

16. ECA was mandated, under the previous of the Substantial New Programme of Action, to co-ordinate, monitor and follow-up the implemtation of the SNPA at the regional level. To fully address itself to this task, an inter-divisional committee on LDCs was created within the secretariat to co-ordinate all regular and sectoral programmes of assistance to the African LDCs. The main feature of the core programme include: (a) technical assistance and advisory services in planning, programming and project design and preparation, (b) annual review of the economic and social conditions in African LDCs, (c) monitoring and follow-up of the implementation of the SNPA, (d) in-depth studies on priority areas identified by the African LDCs Ministerial Conference.

17. Technical assistance and advisory services in the field of planning and programming techniques, upon request of countries, were provided to Benin and Mali. The secretariat assisted Benin in the preparation of a national economic recovery plan (1985-1987), and Mali in the preparation of the documentation for the country's second Round Table Conference with Donors. The secretariat also gave support, upon the invitation of the concerned Governments, to Round Tables Conferences which were organized by Chad, Comoros, Gambia, Guinea-Bissau and Lesotho.

18. The secretariat prepared the «Review of Economic and Social Conditions in African Least Developed Countries" 1982-1983 and 1981-1984» The studies analysed the achievements in the various sectors since the inception of the SNPA in September 1981. The studies covered country-specific reports and made a regional appraisal of the macro and sectoral growth trends and economic performances, with particular emphasis on the major problems encountered and policies pursued in the countries.

19. In accordance with its mandate to monitor and follow-up of the implementation of the Substantial New Programme of Action, the secretariat prepared a study entitled «Regional Evaluation and Assessment of the Implementation of the Substantial New Programme of Action for African Least Developed Countries» for the global Mid-Term Review of the SNPA. The purpose of the study which was presented to the Fifth Ministerial Meeting of the LDCs and the Eleventh Meetig of ECA Conference of Ministers, was to make concrete proposals for the adjustment of the programme on the light of the experience of the African region so as to ensure its full implementation during the second half of the 1980's. The study analysed the progress achieved, problems encountered and prospects, especially in external resources flows and other support measures to the African LDCs in the context of Chapter I and II of the programme.

20. In 1984, the secretariat undertook an in-depth study on the pricing policies in the African Least Developed Countries. The study emphasized the importance of pricing policies in increasing productivity and output in the agricultural sector, particularly as regards the improvment of the critical food supply situation through the initiation of appropriate pricing policies, structures and legislation.

21. In 1985, the secretariat undertook a study on «The Extent of Industrial Capacity Under-utilization and its Impact on Industrial Development in Africa LDCs» with the aim of diagnosing the obstacles that inhibited industrial development and proposing strategies, and policy measures and actions for improving and increasing industrial capacity utilization in the African LDCs.

Meetings

22. The secretariat participated in and provided significant inputs to various international meetings, relating to the regular sessions of the United Nations Committee for Development Planning, the United Nations Inter-agency Consultations on the follow-up of the SNPA, and the Mid-term Global Review of Progress Towards the Implementation of the Substantial New Programme of Action for the 1980s for the Least Developed Countries.

SECTION TWO: WORK PROGRAMME IN DEVELOPMENT ISSUES AND POLICIES FOR 1986-1987

23. The objective of the work programme are centered around the accelerated implementation of the Lagos Plan of Action, the Final Act of Lagos, the International Development Strategy in the field of Development Planning, and the resolution of the current economic and social crisis facing Africa.

24. The main features of the work programme and priorities for 1986-1987 as adopted by the ECA Conference of Ministers, include:

Sub-programme 1: Socio-Economic Analysis, Planning and Projections

1.1 Technical assistance to countries and territories

Advisory services to member States, on request, in plan preparations and evaluations, economic projections and forecasting, the preparation of special economic surveys at the national and subregional levels.

1.2 Annual surveys of economic and social conditions in Africa

During 1986 and 1987 the preparation of the annual surveys will involve mounting of missions to a number of African countries in order to assess and analyse the socio-economic conditions. The reports of the survey for 1985-1986 and 1986-1987 and the Joint ECA/ADB Economic Report to the Thirteenth and Fourteenth Conference of Ministers of ECA respectively.

1.3 Use of socio-economic indicators in planning

During 1986-1987, the implementation of the system of socio-economic indicators which was proposed in 1984 will be closely monitored through continuous contacts with national planners and statisticians. Country case studies will be undertaken to evaluate the implementation of the system. In 1987, a workshops will be convened to review the implementation of the system and make proposals for its further improvement. The result of the workshop will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers.

1.4 Perspective studies on the economies of the African region

(a) In 1986, indepth studies will be undertaken on the incidence, effects and policy implications of currency devaluation in some selected African countries, and the results will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers.

(b) In 1987 in-depth studies will be undertaken on the review and appraisal of the implementation of the International Development Strategy for the 1980's in the African region. The final report will be completed by the end of 1987 and will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers.

(c) In-depth studies on mass poverty and income distribution will be undertaken during the course of 1986-1987 and the report will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and demographers.

1.5 Short-term forecasting and outlook

The activity will continue during 1986 and 1987 to build social accounting based forecasting models in a number of African countries. The final output will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers in the first quarter of 1988.

1.6 Multi-sectoral planning models

A workshop of a group of experts will be convened during 1986 on sectoral planning models covering the role of the informal sector, the transformation of technological coefficients and the incorporation of prices and the financial variables in social accounting models. The report of the workshop will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers.

1.7 Analysis of national development plans in the light of the objectives and philosophy of the Lagos Plan of Action

Under this programme element, the work will concentrate during 1986 and 1987 on the critical evaluation and analysis of the scope and effectiveness of current national development planning practices in the light of the objectives of the Lagos Plan of Action. The study will serve as a useful guide in the formulation of national, subregional and regional development plans. The report on the study will be presented to the Fifth Sesstion of the Joint Conference of African Planners, Statisticans and Demographers.

1.8 Sectoral planning in subregional co-operative arrangements

During 1986-1987, two subregions will be studied for the evaluation of potentialities and analysis of joint sectoral programmes especially in the field of transport and trade. The report on the study will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers.

1.9 Development perspective of the African region

The activities under this programme element will consist of undertaking studies on the perspective of the African region by the year 2008 with the objective of formulating strategies and policies for solving critical development problems. During 1986-1987, the work will specifically include the analysis of the socio-economic development with particular emphasis on the effects of drought and other national calamities, the vulnerability to external factors and sensitivity analyses on elements such as the balance of payment and the capital availability constraints. The Report will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers.

Sub-programme 2: Fiscal, Monetary and Financial Issues

2.1 Technical assistance and advisory services to countries and territories

Advisory services to member States, on request, in the field of fiscal, monetary and financial policies.

2.4 Effective links between fiscal and monetary policies and their impact on the balance of payments

During 1986-1987, the work will involve undertaking in-depth case studies of some African countries to evaluate the effectiveness and co-ordination of fiscal and monetary policies with the view of narrowing down the external imbalances. The study will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers.

2.5 Mobilization of personal savings in African developing countries

During 1986-1987, the work will involve undertaking of in-depth studies in some African countries on savings and credit schemes with the view of recommending on ways and means of influencing the mobilization and deployment of savings in accordance with requirements and priorities of the national plans. The report on the study will be presented to the Fifth Session of the Joint Conference of African Planners, Statisticians and Demographers.

Sub-programme 3: Least Developed Countries

3.1 Technical assistance and advisory services to least developed countries

Provision of technical assistance and advisory services, on request, to African Least Developed Countries in planning, programming and project preparations.

3.2 Review of economic and social conditions in individual African least developed countries

During 1986 and 1987, the work will involve mounting missions and writing of country reports on the current problems and major economic trends in individual African Least Developed Countries. The reports will be presented to the Seventh and Eighth Meeting of the Conference of Ministers of African Least Developed Countries.

3.3 Follow-up and monitoring of the implementation of the Substantial New Programme of Action for the 1980's for the Least Developed Countries in the African region

During 1986 and 1987, the work will consist of undertaking field missions with the view of reviewing the progress, the problems and the prospects of the implementation of the SNPA in the African LDC's. The reports on the study will be presented to the Seventh and Eight Meeting of the Conference of Ministers of African LDCs.

3.4 In-depth studies in the economies of Least Developed African Countries

In 1986, a study will be prepared on drought and food strategies and will be presented to the Seventh Meeting of the Conference of Ministers of African Least Developed Countries.

In 1987, a study will be prepared on quantitative analysis of the implications of structural adjustment, and stabilization programmes on long-term growth and development in African LDCs, and will be presented to the Eighth Meeting of the Conference of Ministers of African Least Developed Countries.

SECTION THREE: PROJECTED WORK PROGRAMME FOR THE PERIOD 1988-1989 and 1990-1995

25. The projected work programme for the period 1988-1989 is based on the medium-term plan for the period 1984-1989 as contained in document A/37/6- General Assembly Official Records: Thirty-Seventh Session Supplement 4.6.

26. The secretariat will continue to review the current problems in the field of socio-economic development planning in the region and undertake in-depth studies in critical development areas with the view of assisting member States in the formulation and realization of consistent national development plans and initiation of appropriate national and subregional strategies and policy measures within the framework of the objectives of the International Development Strategy and its regional component the Lagos Plan of Action.

27. Under sub-programme 1 on Socio-economic analysis planning and projections the secretariat will continue to provide technical assistance and advisory services to African countries in the fields of general economic analysis, development planning, in the preparation of economic surveys in econometric modelling with the view of preparing subregional and regional outlooks.

28. Under sub-programme 2 on Fiscal, monetary and financial issues, the secretariat intends to undertake work relating to measures that would enhances the capacity of the fiscal machinery to increase its operationality as an effective policy instrument. A number of studies will be undertaken on the broadening of the tax base, tax reforms and rationalization of public expenditure. On the monetary side, studies will be undertaken on the link between the indigenous and money markets.

29. Under sub-programme 3 on Least Developed Countries, the secretariat intends to expand the technical assistance programme to LDCs in the field of development planning, review the final assessment of the prospects of the African LDCs under the programme of technical and financial assistance (1980-1990) envisaged in the SNPA, and undertaking of in-depth studies on the economies of the African LDCs.

30. During 1990-1995, the secretariat will continue to strengthen the capacity of the African economies for sustained development within the framework of individual and collective self-reliance as stipulated in the Lagos Plan of Action. The programme of work, in this respect, will aim at impooving national mechanism for contingency planning for specific crisis, for comprehensive assessment of implementation of economic and social policies, and for increased subregional and regional co-ordination of plans.

31. The Final Act of Lagos has emphatically called for the integration of the African people, markets and the region's capital for the effective ubilization of the regions abundant resources that would lead to the realization of the African Common Market and the African Economic Community by the year 2000. For the successful realization of this objectives, the work programme during the 1990's will attach special importance to the investigation of the potentialities, the alteranatives and optimalities of resource allocations and the

evaluation of the economic and technical co-operation institutions and the supportive measures needed for enhancing the institutional set-up that would ensure the proper integration of the continent. Within this context the work will involve the undertaking of extensive spatial planning models, under various scenarios, to determine reallocation of industries within the context of comparative advantage and specialization.

32. The Joint Conference is, therefore, invited to make suggestions and recommendations to the broad elements of the 1988-1989 and 1990-1995 work programme with the view to enabling the secretariat to prepare a work programme for the 1988-1989 biennium for submission to the Thirteenth Meeting of the ECA Conference of Ministers.

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THE ROLE OF AFRICAN STATISTICAL SERVICES IN THE IMPLEMENTATION OF THE LAGOS PLAN OF ACTION

E/ECA/PSD.4/15

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I. INTRODUCTION

1. This document serves as an introduction to three other documents which have been prepared for discussion under agenda item 13, entitled "The Role of African Statistical Services in the implementation of the Lagos Plan of Action". The three documents are: The place of statistical information in the national information system (E/ECA/PSD.4/16); A review of statistical organization and staffing problems in Africa, including an assessment of the effectiveness of national statistical services (E/ECA/PSD.4/17); and The establishment of an African list of statistical priorities (E/ECA/PSD.4/18). Some of the ideas put forward in the three documents are summarized below.

2. The Lagos Plan of Action was, it will be recalled, inspired by a fundamental observation which can be summed up as follows: despite the development efforts made in Africa over the last 20 years, backed by the massive technical and other forms of assistance provided by bilateral and multilateral organizations, the African continent remains the poorest of all the regions of the world in terms of economic, social and cultural development, despite the recognized abundance of its natural - forest, mineral and other - resources.

3. The Lagos Plan of Action was designed to provide a general framework for the African countries and their partners in the field of co-operation for development. The adapatation and implementation of the Plan should enable the African region to remedy the persistent and harmful imbalances which are apparent in a number of sectors, especially in: (i) agricultural and industrial development, (ii) rural and urban development; (iii) techniques and productivity levels in the modern, informal and subsistence sectors; (iv) adoption of capital - energy - and import - intensive technologies - in the industrialization of areas where they were not necessary; (v) excessive development of cities, (vi) continued dependence on external economic relations to sustain internal growth and the increasing level of external debt and balance of payments deficits, etc.

4. The first thing the African countries are expected to do is to take all these factors into consideration in formulating their national economic and social development plans, and in seeking various means of eliminating the imbalances mentioned above, taking into account the conditions prevailing in each country. The second thing would be to monitor and supervise the implementation of these national plans, once they have been adopted, on the basis of sound statistical data on each principal sector of their national economies.

II. IMPORTANCE OF STATISTICAL INFORMATION IN THE IMPLEMENTATION, REVIEW AND MONITORING OF THE LAGOS PLAN OF ACTION

5. The review and monitoring of a plan has a two-fold objective, namely, to provide (i) information on the progress made and the inadequacies noted in the execution of the plan, including explanations of their causes, so that appropriate remedial measures can be taken to remove shortcomings; and (ii) a feedback mechanism linked with the planning of the next phase of the plan. The review and monitoring of the plan are usually performed by all the departments with responsibilities for economic development and growth are generally co-ordinated by the central planning department. This task is carried out in conformity with the aims and objectives spelt out in the plan and the measures designed to achieve them.

6. The adoption by many countries in the region of systematic economic and social development planning, in accordance with the general framework of the Lagos Plan of Action, is contributing to a considerable increase in the demand for socio-economic statistics. Appropriate information flows therefore need to be established which will make it possible not only to review the present status of a number of economic, social and demographic phenomena and the relationships between them, but also to study the trends and changes affecting these relationships over time. The availability of such statistical information, in sufficient detail and disaggregated by region, by sector and to meet the needs of special groups, will make it possible to design and monitor policies and programmes relating to fundamental issues of economic development and growth, such as poverty, unemployment, health, nutrition, illiteracy, migration and industrialization. Particularly necessary are data which can be used to define, assess and analyse development efforts.

7. In this connection, statistical data are principally required on:

- Agricultural production, livestock and fisheries;
- Size and structure of total population and active population;
- Industrial development;
- Resources and activities in the field of transport;
- Supply of and demand for goods and services;
- Volume and structure of external trade, finance and prices;

- Renewable and non-renewable sources of energy;
- The household sector, including income;
- Consumption and accumulation;
- Derived statistics (national accounts and balance of payments, other accounting matrices, etc.);
- The situation in respect of education, health, housing, leisure, etc;
- anpower (employment, unemployment, underemployment);
- Human resources;
- Social conditions, especially those of women, children, youths, the aged and the handicapped;
- The natural environment (air, land/soil, water), human settlements, natural disasters and pollution;
- Natural resources;
- Science and technology; and
- Tourism.

These data provide information on the resources available for production, their use and growth, population growth and the level of well-being.

8. Data on agriculture, livestock and fisheries no doubt constitute the first-priority information when economic and social development plans are being drown up, in most African countries, because more than 50 per cent of the active population is employed in this sector. It should be borne in mind that agriculture, livestock and fisheries supply the raw materials for industrialization. Thus, the statistical data to be collected in these sectors should make it possible to undertake a thorough study of production, and to link it in such a way to industrial development that the latter does not lead to further dependence of the African countries on the industrialized world.

9. Population data rank second among the types of information that are essential for the formulation of economic and social development plans. It cannot be over-emphasized that demography cannot be divorced from development, since man is the ultimate objective of all development. The preparation of population policies, and of a realistic plan within the general framework of the Lagos Plan of Action, must take full cognizance of demographic data and their trends. Population size,

structure, growth and distribution are of paramount importance because there is no vital sector in the life of a country that is not related to them. They make it possible, among other things, to determine the demand for goods, to undertake serious projections and demographic studies, to assess the number of jobs to be created, etc.

10. Formally, industry is the dynamic factor in the growth which is indispensable for development, because the expansion of industrial production is a pre-requisite for improving the balance of trade, increasing incomes and creating jobs. Technology is the cornerstone of industrial development; thus constitutes a field in which the inequality between developed and the developing countries is at its most flagrant. Not only do the developed countries possess technologies which the developing countries lack, but they are also considerably ahead of them in terms of technical know-how on account of their vast research and development activities and the rules governing the transfer of know-how. In order to draw up industrial development plans, and to monitor and assess the progress made by the African countries in conformity with the guidelines and principles land down within the general framework of the Lagos Plan of Action, statistics need to be available on, inter alia, the situation and evolution of the following elements:

- Characteristics of industrial establishments;
- Employment and salaries;
- Supply of industrial products;
- Goods and services used;
- Gross fixed capital formation
- Stock levels, etc.

11. Transport and communications also feature among the priority sectors in the Lagos Plan of Action. Various actions specified in the Plan, must be borne in mind by African leaders in formulating national development plans. These actions include:

(a) Promotion of integrated structures in the field of transport and communications in order to increase intra-African trade;

(b) Co-ordination among the different transport modes;

(c) Access to landlocked countries and isolated regions;

(d) Use of local material and human resources, standardization of networks and equipment;

(e) Promotion of African industry in the field of transport and communications equipment.

The implementation and evaluation of these measures require, inter alia, the availability of statistical data at national, subregional and regional levels on the status of the various forms of road, rail, sea and air transport, their use characteristics, traffic, cost of services, integration of transport in the economy, and postal, telephone and telegraph networks and traffic loads.

12. There is no need at this stage to enumerate all the actions envisaged in the Lagos Plan of Action and the Final Act of Lagos, nor the statistical data needed to carry them out. Nothing more needs to be said than that the effective implementation of the recommendations in the Lagos Plan, through the different national economic and social development plans, depends inter alia on the availability in each country of the region of sound statistics on all key sectors of the national economy. For this objective to be achieved, it is important that each African country should have appropriate and effective mechanisms for the compilation, processing, evaluation, analysis and dissemination of data. In addition, these mechanisms should permit the establishment of close links between the compilers, analysts and users of the data. The national statistical services should therefore be well equipped and organized to discharge this important task of compilation, processing, and analysis of the data needed for the formulation, evaluation and monitoring of national economic and social development plans.

III. PRELIMINARY ARRANGEMENTS TO ENABLE THE NATIONAL STATISTICAL SERVICES TO DISCHARGE FULLY THEIR ROLE IN THE IMPLEMENTATION OF THE LAGOS PLAN OF ACTION

13. It should be recalled that the Council of Ministers of ECA, at its ninth session held in May 1983, adopted resolution 469 (XVII) on African statistical services, recommending measures to be taken to ensure the availability of adequate quantitative information at the national, subregional and regional levels to improve the design, planning, administration and analysis of economic and social policies in the context of the Lagos Plan of Action.

14. In keeping with the spirit of that resolution, the measures needed to ensure a rapid development of the (NSS) National Statistical Services can be classified into three with a matching assignment of responsibilities: the Government; the National Statistical Services and, lastly, intergovernmental institutions and bilateral and multilateral aid agencies. It should however be pointed out that the

situation differs from country to country and that the measures to be taken in each country should reflect its local conditions.

15. The Government, first of all, should place greater emphasis on the end product of statistical activities, i.e. the use of data for planning, administration and research purposes. Major efforts should be directed towards the specific identification of statistical data required for economic and social policy formulation, implementation and monitoring. This first task will considerably facilitate the determination of the type of analysis to be undertaken and the subsequent operations required to compile and process the data. Interaction between data supply and demand should be maintained because new applications crop up when new data become available, but a conscious effort to identify these applications could help to speed up the generation of data.

16. Statistical services need a sufficient number of qualified staff if they are to perform their functions satisfactorily. In this connection, progress is being made through the implementation of the Statistical Training Programme for Africa (STPA), the main objective of which is to enable the African region to become self-sufficient in terms of qualified statistical personnel. However, training alone is not enough, and African Governments should provide appropriate working conditions to motivate and retain the statisticians trained.

17. In order to place statistical activities in their proper perspective and define priorities clearly, countries should draw up plans for the development of statistics and integrate them in their overall national development plans. This is one of the key recommendations in the Lagos Plan of Action, and has implications for local funding of national statistical activities. Such statistical development plans must spell out the objectives to be attained during the time frame of the national development plan. They should be supported by an annual or biennial work programme indicating for each programme element the results expected and the financial resources required. This last point is of capital importance, given the fact that several national statistical services regard the lack of financial resources as one of the major obstacles to the development of statistics in their countries.

18. A work programme of this kind should also provide an opportunity to monitor the results obtained by the national statistical services. It should be borne in mind, moreover,

that the regular secondment of statisticians to the major ministries/departments is definitely conducive to the development of statistics at the national level, provided good technical co-operation is maintained between the statisticians attached to the different ministries and those at the central national statistical services.

19. In those countries where it does not exist, the Governments should enact legislation on statistics, which should not seek to address the short-term aspects of the strategy on statistics, but should focus on long term measures such as the authorisation to collect statistics and various items of information, together with the corresponding penalties and safeguards.

20. To ensure an optimal use of data, the government planning organs and those responsible for the study of specific sectors should be induced to adopt a more systematic and scientific approach which will also make it possible to overcome the difficulties arising from the pragmatic, case-oriented planning methods hitherto employed by many countries of the region.

21. The establishment of a national statistical committee, under the chairmanship of the minister responsible for statistics and comprising those in charge of the relevant ministerial departments, helps to strengthen and improve the national statistical system. One of the first tasks of such a committee is to plan and co-ordinate statistical activities at the national level and to draw up realistic and integrated programme for the development of statistics in accordance with the recommendations of the Lagos Plan of Action. The committee should at the same time strive to improve the day-to-day relationship between the national statistical services, the other producers, and the users of data. It could also prove useful to establish a data producers/users committee. Such committees should serve as a forum for the discussions aimed at harmonizing the concepts, definitions and classifications to be used in the country, in the light of international recommendations and with due regard for local conditions.

22. Finally, African Governments should take urgent steps to remove the difficulties resulting from the bottleneck in data processing which presently exists in many countries. Although some of the countries of the region have adopted a centralized data processing system, the national statistical services should have their own facilities, particularly at a time when data processing has made great strides through the introduction of inexpensive micro-computers with relatively high memory capacity. In any case, the staff of the national statistical services should be able to participate directly in data processing if the data are to be provided in a regular and timely manner.

23. The national statistical services should ensure that their inputs to the formulation, planning, administration and analysis of economic and social policies, and hence to the implementation, monitoring and review of the Lagos Plan of Action, are assessed at their true worth.

24. To this end, the national statistical services should first of all improve their internal management by seeking to achieve better results with existing resources. Accordingly, steps should be taken to ensure that publications appear regularly and on time, that the results of censuses and surveys are brough out as rapidly as possible and are disseminated to users, that the national statistical services take a much closer interest than in the past in the analysis and use of data so that users' real needs can be taken into account when establishing statistical priorities, etc. The national statistical services will thereby gradually win the confidence of those who have the final say on economic and social policies, and who will not fail to call on their services each time the need arises, and to allocate more resources to them.

25. Once the statistical priorities have been determined, either through the national statistical committee or through the producer/user committee, the national statistical services should seek to allocate responsibilities between the various existing sections, in such a way as to ensure that the sectors which have come to have priority, such as energy statistics and environmental statistics, are not forgotten. The structures of these sectors could, if necessary, be revised to reflect new developments brough about by the world economic crisis and by the drought and other natural disasters which have aflicted the African region in the last few years.

26. To enable the national statistical services to cope with the increasing demand for data for purposes of formulating policies and programmes and monitoring and evaluating economic and social development plans, they should be provided with their own permanent structures for data compilation at the field level. According to the survey on statistical organization and staffing problems in Africa, whose findings are reported in document E/ECA/PSD.4/17, less than half of the countries which participated have set up field survey structures. It is hoped that more countries in the region will be able to establish such structures with the assistance of the African Household Survey Capability Programme (AFSCP), which, coupled with data from other sources, ensures the existence of a regular flow of integrated and up-to-date socio-economic data.

27. Another significant source of information which national statistical services should not overlook is embodied in the administrative files kept by various ministries and public institutions. A number of these already have their own statistics units responsible for compiling, utilizing and disseminating statistics relevant to their work. However, it has been noted that these units are understaffed. Hence, the support of national statistical services is needed not only to provide supervision, notably in the harmonization of concepts, definitions and classifications, but also in ensuring the successful completion of assignments. In Ministries without such statistical committees, arrangements could be made to enable the national statistical services to use the statistical byproducts of their activities.

28. As stated earlier, data processing sometimes constitutes a bottleneck which prevents the national statistical services from furnishing statistical information to users at the right time. In addition to the measures Governments should take to provide national statistical services with appropriate technical materials, the latter should address themselves to the training of their professional staff in programming and analysis. This will enable the statisticians gradually to assume responsibility for the computer processing of their work and to resolve the problems encountered in this respect in the past.

29. Mention has also been made of the need to set up a national committee responsible for planning and co-ordinating statistical activities at the national level, and possibly a producers/users committee to facilitate the determination of statistical priorities. Such committees are not generally likely to be successful unless they are supported by the national statistical services, which should act as their moving spirit and driving force.

30. The intergovernmental institutions and bilateral and multilateral aid agencies which provide the countries of the region with technical and financial assistance in their statistical development efforts, should adopt an integrated approach to assistance, rather than deal separately with the various disciplines, for example the particular problems posed by prices, national accounts, etc. co-ordination among the institutions should therefore be further improved upon. It should be noted that mult-disciplinary programmes like AFRO and rural development data constitute another significant integrating factor.

31. Recommendations made at the international level on the subject of statistics should extend beyond the compilation, processing and tabulation of data to include also the analysis at co-ordination should likewise be made by the organizations so that they can be of as much assistance as possible to the developing countries in this field.

IV. CONCLUSION

32. As is apparent, the national statistical services of the African region have a paramount role to play in following up and monitoring the implementation of the Lagos Plan of Action through the different national economic and social development plans. The goals set in the development plans can only be fully achieved if sound statistical data are available to the countries to enable them to analyse, review and monitor these plans with a view to making necessary adjustments. Concerted efforts by Governments, the national statistical services, intergovernmental institutions, and bilateral and multilateral aid agencies are required to enable the statistical services to serve their purpose effectively.

33. It must be borne in mind that the measures highlighted in this document are indicative and by no means exhaustive. An ongoing dialogue needs to be established in the African region between the producers and the users of statistics if a satisfactory solution is to be found to all the problems arising with regard to the data required to monitor and review the Lagos Plan of Action.

34. The Joint Conference of African Planners, Statisticians and Demographers is invited to:

(i) Exchange views on the place of statistical information in the national information system (E/ECA/PSD.4/16);

(ii) Formulate comments and suggestions on the results of the regional review of statistical organization and staffing problems in Africa carried out by ECA in 1985 (E/ECA/PSD.4/17);

(iii) Formulate comments and suggestions on the proposed new African list of statistical priorities in paragraph 21 of document E/ECA/PSD.4/16 and on the criteria for determining such priorities;

(iv) Consider, in the light of the proposals made in the four documents, the role of national statistical services in the implementation of the Lagos Plan of Action and the measures which should be taken to enable them to fulfil this role effectively.